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ABSTRACT

Procedures and guidelines are presented for the associate faculty at Northland Pioneer College, as compiled by the College's Business, Public Information, Facilities, and Student Services Offices and by the Offices of Instruction and of the President. The handbook first enumerates 18 standards and expectations dealing with accreditation criteria, grading and evaluation, use of facilities, classroom safety, and instructor performance. General information on 28 topics follows, including salary information, contracts, pay periods, certification, the community college course, load limitations, mileage reimbursement, the course outline, proposing a new course, class cancellations, meeting the class the first week, the 45th day, grade sheets, field trip procedure, textbook selection and acquisition, supplies, lab fees, alternative learning, support services, grading policy, required meetings, liability insurance, budget development, use of leased facilities, duplication services, contact procedures, and procedures for special problems. The President's philosophy of administration is then presented, detailing the administrative organization of the college in relation to accountability, decision-making, and management. The handbook includes organizational charts, a list of contact persons, a 1979-80 academic calendar, and a glossary of terms. (JP)

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Associate Faculty HANDBOOK

1979-1980

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Office Of
DEAN OF INSTRUCTION

Northland Pioneer College

ASSOCIATE FACULTY HANDBOOK
1979-1980

PREPARED BY

ARVIN PALMER
DEAN OF INSTRUCTION
NORTHLAND PIONEER COLLEGE

JULY, 1979

NORTHLAND PIONEER COLLEGE

DR. MARVIN L. VASHER, President
District Office:
1200 East Hermosa Drive
Holbrook, Arizona 86025
(602) 524-6111
Locations throughout
Northeastern Arizona

July 14, 1979

Dear Associate Faculty:

This handbook has been created in order to provide the associate faculty at Northland Pioneer College with the kinds of information they need in order to carry out their commitment to our student body.

The book is made up of procedures and guidelines from the Business Office, Public Information Office, Facilities Office, Student Services Office, Personnel Office, the Office of Instruction, and the Office of the President.

I sincerely hope this handbook provides all associate faculty with the information needed. If you have any suggestions on how the book might be improved, feel free to contact either me or Dr. Arvin Palmer.

Sincerely,

Marvin L. Vasher
President

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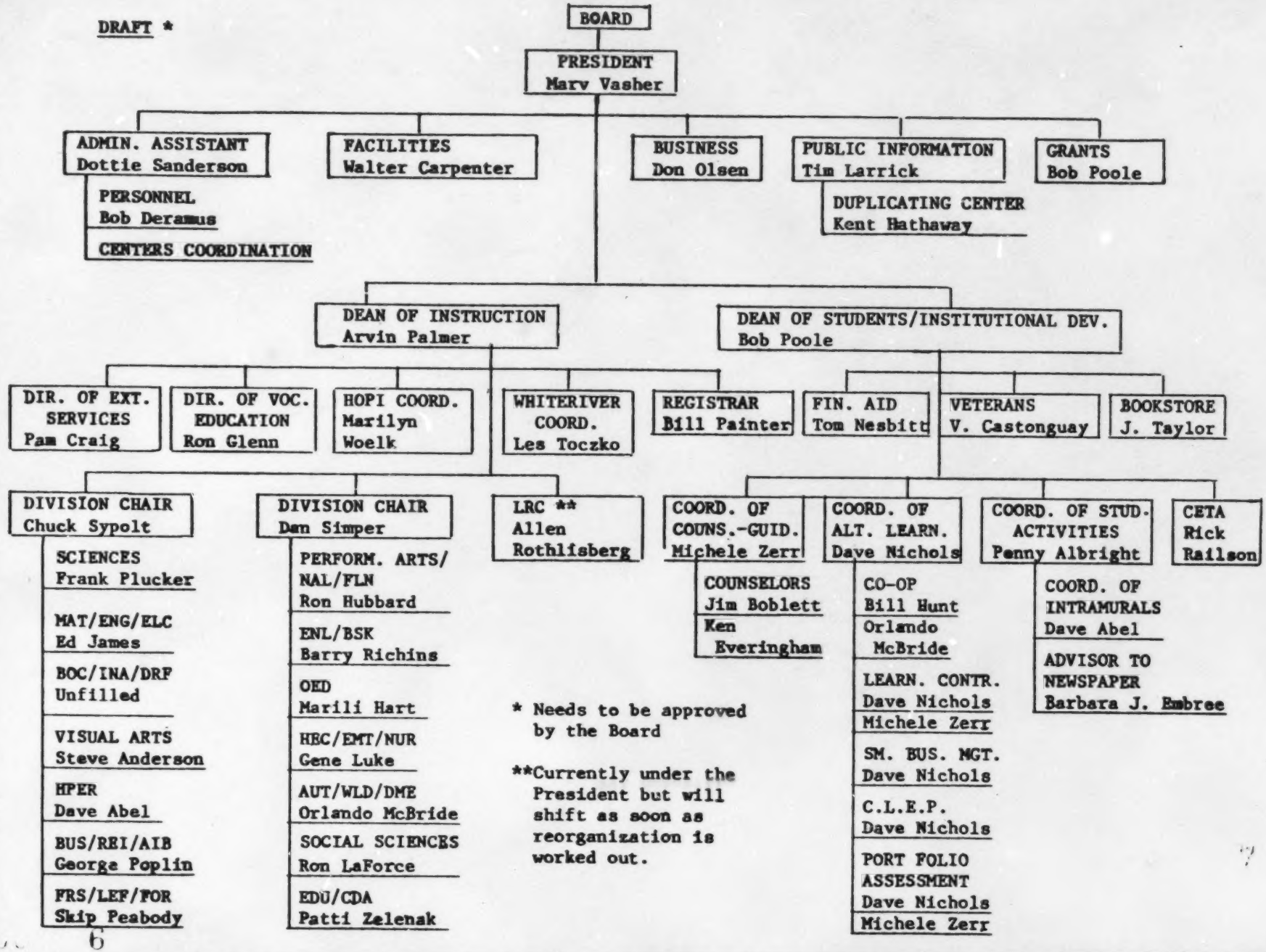
DRAFT *
BOARD
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ADMIN. ASSISTANT
Dottie Sanderson
PERSONNEL
Bob Deramus
CENTERS COORDINATION
FACILITIES
Walter Carpenter
BUSINESS
Don Olsen
PUBLIC INFORMATION
Tim Larrick
DUPLICATING CENTER
Kent Hathaway
GRANTS
Bob Poole
DEAN OF INSTRUCTION
Arvin Palmer
DEAN OF STUDENTS/INSTITUTIONAL DEV.
Bob Poole
DIR. OF EXT. SERVICES
Pam Craig
DIR. OF VOC. EDUCATION
Ron Glenn
HOPI COORD.
Marilyn Woelk
WHITERIVER COORD.
Les Toczko
REGISTRAR
Bill Painter
FIN. AID
Tom Nesbitt
VETERANS
V. Castonguay
BOOKSTORE
J. Taylor
DIVISION CHAIR
Chuck Sypolt
SCIENCES
Frank Plucker
MAT/ENG/ELC
Ed James
BOC/INA/DRF
Unfilled
VISUAL ARTS
Steve Anderson
HPER
Dave Abel
BUS/REI/AIB
George Poplin
FRS/LEF/FOR
Skip Peabody
DIVISION CHAIR
Dan Simper
PERFORM. ARTS/ NAL/FLN
Ron Hubbard
ENL/BSK
Barry Richins
OED
Marili Hart
HEC/EMT/NUR
Gene Luke
AUT/WLD/DME
Orlando McBride
SOCIAL SCIENCES
Ron LaForce
EDU/CDA
Patti Zelenak
LRC **
Allen Rothlisberg
COORD. OF COUNS.-GUID.
Michele Zerr
COUNSELORS
Jim Boblett
Ken Everingham
COORD. OF ALT. LEARN.
Dave Nichols
CO-OP
Bill Hunt
Orlando McBride
LEARN. CONTR.
Dave Nichols
Michele Zerr
SM. BUS. MGT.
Dave Nichols
C.L.E.P.
Dave Nichols
PORT FOLIO ASSESSMENT
Dave Nichols
Michele Zerr
COORD. OF STUD. ACTIVITIES
Penny Albright
COORD. OF INTRAMURALS
Dave Abel
ADVISOR TO NEWSPAPER
Barbara J. Embree
CETA
Rick Railson
* Needs to be approved by the Board
**Currently under the President but will shift as soon as reorganization is worked out.

WHO TO CONTACT?

TITLE & NAME	TELEPHONE	CENTER
PRESIDENT Marvin L. Vasher	524-6111	Holbrook
BUSINESS OFFICE Don Olsen	524-6111	Holbrook
FACILITIES Walter Carpenter	524-6111	Holbrook
LRC (LEARNING RESOURCE CENTER) Allen Rothlisberg	524-6111	Holbrook
MIS (MANAGEMENT INFORMATION SERVICES) Bill Painter	524-6111	Holbrook
PUBLIC INFORMATION OFFICE Tim Larrick	336-1414 or Ext. 311	Lakeside/ Pinetop
INSTRUCTION		
DEAN OF INSTRUCTION Arvin Palmer	536-7871 or Ext. 321	Snowflake
DIRECTOR OF EXTENDED SERVICES Pam Craig	536-7871 or Ext. 321	Snowflake
DIRECTOR OF VOCATIONAL EDUCATION Ron Glenn	536-7871 or Ext. 321	Snowflake
HOPI COORDINATOR Marilyn Woelk	734-2451	Oraibi
WHITERIVER COORDINATOR Les Toczko	338-4662	Whiteriver
DIVISION "A" CHAIRMAN Chuck Sypolt	537-2976 or Ext. 314	Show Low
PROGRAM COORDINATORS:		
SCIENCE: Frank Plucker	289-5082	Winslow
MAT/ENG/ELC: Ed James	537-2976	Show Low
BOC/INA/DRF:		
VISUAL ARTS: Steve Anderson	537-2976	Show Low
HPER: Dave Abel	537-2976	Show Low
BUS/REI/AIB: George Poplin	537-2976	Show Low
FRS/LEF/FOR: Skip Peabody	537-2976	Show Low

TITLE & NAME		TELEPHONE	CENTER
DIVISION "B" CHAIRMAN Dan Simper		524-6111	Holbrook
PROGRAM COORDINATORS:			
PERFORMING ARTS/ NAL/FLN:	Ron Hubbard	289-5082	Winslow
ENL/BSK:	Barry Richins	524-6111	Holbrook
OED:	Marili Hart	524-6111	Holbrook
HEC/EMT/NUR:	Gene Luke	524-6111	Holbrook
AUT/WLD/DME:	Orlando McBride	524-6111	Holbrook
SOCIAL SCIENCES:	Ron LaForce	537-2976	Show Low
EDU/CDA:	Patti Zelenak	674-5335	Chinle
STUDENT AFFAIRS			
DEAN OF STUDENTS/INSTITUTIONAL DEVELOPMENT Bob Poole		289-5082	Winslow
BOOKSTORE		524-6111	Holbrook
FINANCIAL AID Tom Nesbitt		524-6111	Holbrook
REGISTRAR Bill Painter		524-6111	Holbrook
VETERANS Viviane Castonguay		536-7871 or Ext. 321	Snowflake
COORDINATOR OF COUNS./GUID. Michele Zerr		289-5082	Winslow
COUNSELOR Ken Everingham		524-6111	Holbrook
COUNSELOR Jim Boblett		537-2976 or Ext. 319	Show Low
CETA Rick Railson		289-5082	Winslow
COORDINATOR OF STUDENT ACTIVITIES Penny Albright		336-1414 or Ext. 311	Lakeside/ Pinetop
COORDINATOR OF INTRAMURALS Dave Abel		537-2976 or Ext. 310	Show Low
ADVISER TO NEWSPAPER Bob DeRamus		524-6111	Holbrook

TITLE & NAME	TELEPHONE	CENTER
COORDINATOR OF ALTERNATIVE LEARNING Dave Nichols	537-2976 or Ext. 308	Show Low
CO-OP Bill Hunt	289-5082	Winslow
LEARNING CONTRACTS Dave Nichols Michele Zerr	537-2976 289-5082	Show Low Winslow
SMALL BUSINESS MANAGEMENT Dave Nichols	537-2976 or Ext. 308	Show Low
C.L.E.P. Dave Nichols	537-2976 or Ext. 308	Show Low
PORT FOLIO ASSESSMENT Dave Nichols Michele Zerr	537-2976 289-5082	Show Low Winslow
ADMINISTRATIVE ASSISTANT Dottie Sanderson	524-6111	Holbrook
PERSONNEL OFFICE/ INSTITUTIONAL RECEPTION Bob DeRamus	524-6111	Holbrook
DUPLICATING SERVICES Kent Hathaway	524-6111	Holbrook

NORTHLAND PIONEER COLLEGE

ASSOCIATE FACULTY CALENDAR
1979-80 Academic Year

AUGUST	1	(Wed.)	Management Staff (all 10-month people) report to work
	20	(Mon.)	Official day for all full-time faculty to report to work
	20	(Mon.) 10:00 a.m.	Orientation Meeting for all Full-time Staff in Holbrook
	25	(Sat.) 9:30 a.m.-12:30 p.m.	Satellite Unit Coordinators Workshop in Holbrook
	27	(Mon.)	Fall Semester Registration begins in Centers
	28	(Tues.)	Registration begins in Satellite Units
SEPTEMBER	3	(Mon.)	Labor Day -- No Classes
	4	(Tues.)	First Day of Classes
	7	(Fri.)	Class Cancellation Date for Centers
	14	(Fri.)	Class Cancellation Date for Satellite Units
	21	(Fri.)	Last day to register or add classes without instructor/counselor permission
OCTOBER	6	(Sat.) 10 a.m.-3 p.m.	All Faculty Convocation in Holbrook
	12	(Fri.)	Last day to drop classes
	15	(Mon.)	Initial schedule proposals to committee for Spring, 1980.
	18	(Thurs.)	45th Day

NOVEMBER	1	(Thurs.)	Courses for vocational funding must be submitted to State Board
	2	(Fri.)	Book orders due in Bookstore
	2	(Fri.)	Spring Schedule completed
	9	(Fri.)	Veterans Day -- No Classes
	22-23	(Th.-Fri.)	Thanksgiving Break -- No Classes
	30	(Fri.)	All College Forum in Holbrook-10 a.m.
DECEMBER	7	(Fri.)	Last day to withdraw from classes
	21	(Fri.)	End of Fall Semester--Last day of classes (Grades due in Registrar's Office)
	22-Jan. 13		Christmas Break (Students Only)
	22-Jan. 6		Christmas Break (Teaching Faculty)
	22-Jan. 1		Christmas Break (Admin. & Staff)
JANUARY	7	(Mon.)	Spring Semester registration begins in Centers
	8	(Tues.)	Registration begins in Satellite Units
	14	(Mon.)	Spring Semester classes begin
	18	(Fri.)	Class cancellation date for Centers
	25	(Fri.)	Class cancellation date for Satellite Units
FEBRUARY	1	(Fri.)	Last day to register or add classes without instructor/ counselor permission
	15	(Fri.)	Last day to file application for graduation
	18	(Mon.)	Presidents Day -- No Classes

FEBRUARY Cont.		
	22 (Fri.)	Last day to drop classes
	22 (Fri.)	All College Forum in Holbrook-10 a.m.
	27 (Wed.)	45th Day
	mid-February	Budget Retreat (date to be announced)
MARCH	24-28 (Mon.-Fri.)	Spring Break -- No Classes
APRIL	4 (Fri.)	Initial schedule proposals to committee for Fall, 1980
	4 (Fri.)	All College Forum in Holbrook-10 a.m.
	25 (Fri.)	Last day to withdraw from classes
MAY	1 (Thurs.)	Book orders due in Bookstore
	1 (Thurs.)	Fall Schedule completed
	9 (Fri.)	End of Spring Semester -- Last day of classes (Grades due in Registrar's Office)
	10 (Sat.)	Graduation
JUNE		
JULY	1 (Tues.)	Courses for vocational funding must be submitted to State Board

ASSOCIATE FACULTY HANDBOOK

STATEMENT OF STANDARDS AND EXPECTATIONS

Northland Pioneer College serves a very diverse population scattered over a wide geographical area. With our commitment toward taking education to the people wherever they are, also comes the need to locate and employ faculty who are self-motivated, concerned and committed to serving their communities. One of our ironies is that some associate faculty never meet college officials and staff and vice-versa. This situation mandates that we provide for all associate faculty a list of standards and expectations so that we can generally remain consistent throughout the district despite our scattered condition.

STANDARDS

1. By North Central Accreditation Standards, classes must be held for at least 15 hours (50 minute-hours) for each credit hour (activity classes are 30 hours). Consequently, all faculty are expected to have meeting times available for students to meet this standard (sometimes make-up meetings will be necessary). The student attendance standard does not necessarily have to be the same -- evaluation should, in most cases, be based on performance and achievement as opposed to attendance.
2. Grading and evaluation are the professional responsibilities of the instructor. However, all grading

should be demonstrably fair and reasonable. If you cannot objectively justify a grade to a fellow professional, you need to reevaluate your grading practices.

3. All class rosters and grade sheets must be returned immediately upon receipt (allowing the time necessary to fill them out). These items are key to several institutional processes, and delays in returns create serious problems.
4. Do not exchange classrooms without prior consent and arrangement of the NPC person responsible for facilities in that center or unit.
5. Return a classroom, lab, gym, etc. to the best order possible if you have occasion to move tools, desks, etc.
6. Do not smoke in a classroom under any circumstances. Most facilities owned, leased, or rented have specific provisions against smoking. We must comply with their conditions.
7. If other specific limitations are identified regarding specific facilities, it will be the responsibility of the instructor to monitor enforcement in that instructional unit.
8. Employ safety practices at all times -- shops and labs are especially critical areas where carelessness leads to accidents.
9. Attend college meetings -- there are very few meetings where associate faculty are expected to attend. In

those cases it is vital to us institutionally that you participate.

10. Always seek to give the students the best instruction possible within the given limitations.
11. Approach all classes with specific learning objectives in mind -- course outlines will usually provide the basis for these. You will need to elaborate on these objectives to students so they know what to expect.

GENERAL INFORMATION

Please read the following information carefully as it will save you some "troubles" later. There are changes in some procedures included, so everyone is affected.

ASSOCIATE FACULTY SALARY INFORMATION

Instructors of all regular classroom courses are paid at the rate of $280 per unit of credit (e.g., $840 for a three-unit course). Instructors of activity courses, defined as courses that meet for two hours even though one hour of credit is awarded, are paid at the rate of 1-2/3 times $280 per credit hour (e.g., $467 per credit hour).

CONTRACTS

The associate faculty contract has several stipulations listed. Please read it carefully.

PAY PERIODS

The regular associate faculty pay periods are approximately November 1 and December 21 during the Fall Semester

and March 15 and May 15 during the Spring Semester. The reliability of these dates depends on the cooperation of many people: program coordinators, local coordinators, business office, personnel office, registrar, and the instructor. Late certification, inaccurate information, slowness in returning grade sheets or contracts, a late start of the class, and other process activities can affect whether the check will be received on time or not. If you have any questions as to your situation, please contact the appropriate NPC office.

CERTIFICATION

All instructors in the Arizona Community College System must be certified by the State Community College Board. No instructor may receive compensation who has not been certified.

Since payment for services comes in the middle and at the end of the semester, many instructors actually begin teaching before they are certified. It is the responsibility of the instructor to see that he or she becomes certified and to follow through with procuring letters, transcripts, and other appropriate documentation.

Full-time faculty can teach only as holders of a regular certificate (or a provisional certificate when the community college course is lacking). Contact the Personnel Office in Holbrook for specific certification requirements.

Most Associate Faculty (part-time) can be certified with a Special Certificate. The requirements vary from academic to occupational areas and are somewhat less demanding than are those for the regular certificate. Nonetheless, NPC is seeking the best qualified personnel available and insists that the burden of proof for qualification remains with the potential instructor.

The Community College Course

All certification requires the community college course. Associate faculty may meet this requirement through the reading of materials provided by the Personnel Office and the signing of an affidavit to that effect.

Load Limitations

Associate faculty are not allowed except under exceptional circumstances (approved by the Dean of Instruction) to teach more than nine (9) units.

Mileage Reimbursement

Each center or satellite unit is the focal point of a local service area. No mileage reimbursement is paid to instructors (full- or part-time) who live in that local area and teach in that area. However, an instructor that is requested to travel from one service area to another will be reimbursed at 15 cents per mile based on recognized map mileage (not dooryard to front door). To be reimbursed, the instructor must in advance determine that mileage is allowable (program coordinator, center assistant or local coordinator can determine this by following guidelines or checking with a division chair-

person or the Dean of Instruction). If allowable, a form for reimbursement must be completed (monthly) and signed by appropriate college officers.

Associate faculty working between the centers are expected to use the college shuttle bus service. Where the need to carry materials or the timing (job hours, etc.) make this impossible, you are to check with a Center Assistant as to the availability of a college car. If no car is available, the Center Assistant can allow mileage (where possible, car pools must still be employed). If there is a question, check with the Dean of Instruction or your Division Chairperson -- all of us have to be conscious of our energy usage at this time in our history.

THE COURSE OUTLINE

The course outline is a very simple guide for the instructor stating the objectives generally determined as appropriate for that course. As the professional, you are expected to prepare student guides, syllabi, or other support materials necessary to facilitate learning in that class. The exception to this will be a learning lab (math, english, etc.) in which the learning materials have already been prepared for your use.

Most classes will have a course outline, and it will be provided to you. However, as a new institution regularly re-evaluating curriculum, outlines, objectives, etc., not all courses will have an appropriate or acceptable outline. In those cases you are expected to prepare

one (preferably in consultation with your program coordinator) and submit it to the program coordinator. Likewise, if your desire to rather significantly modify an existing outline, please submit your proposal to the program coordinator. They will generally be helpful in this process. We also want to make sure our curriculum objectives do not diverge excessively from what is expected generally in a particular class.

PROPOSING A NEW COURSE

Community people or staff seeking to propose a new course may do so by:

1. Checking the catalog or college authorities as to whether the course does or does not exist;
2. Completing information on course proposal form #3000 and course outline form #3035;
3. When proposals are completed, they should be forwarded to the Chairman of the Curriculum Committee.

CLASS CANCELLATIONS

The average class size at NPC is about 13 students. In order to maintain this level, the minimum enrollment in a class must be at least 10 people. In point of fact, activity classes and others using costly facilities, etc. should be somewhat higher and decisions will be made accordingly.

In the centers the decision as to whether to allow a class to continue is made on Friday of the first week of classes. Occasionally, classes with less enrollment than ten are allowed to continue since it is assumed, because of our single-cut practice, that students from other cancelled classes will enroll in the remaining classes.

In the satellite units registration is a slower process usually, and the same practice cannot be employed. In these cases, class cancellations are made at the end of the two weeks and must have ten people to continue.

In all cases of cancellation the instructors, coordinators, and staff should assist students in finding alternative courses to meet their needs. Because of the late date for cancellation in the satellite areas and the needs that small numbers of students have, there are two other options available. An instructor may (and many do) opt to teach the class on a pro-rated basis, i.e., 1/10 of the regular contract amount times the number of students enrolled. This has worked well and been a service to many students. If the number is five students or more, we encourage this. The second option is to have students contract (especially when the number is less than five) through a learning contract, and for a stipulated number of hours of contact time the instructor will receive approximately $90 for each student completing the course. For contract information, contact Dave Nichols at the Show Low Center.

Meeting The Class The First Week

In the centers all faculty are expected to meet with their classes the first week regardless of enrolment. Your assistance is vital here in order to give the students information, assess the future possibilities for enrolment, and to identify any problems that might occur. There is an element of chance in enrolment building, and certain risks as to whether there will be enough students certainly exist. Obviously the institution cannot pay for classes that do not make. However, a small honorarium is usually forwarded to an instructor in a center that has assisted in this process if they are identified by the program coordinator.

In the satellite units the risk factor is considerably greater, and enrolment success often depends on the instructor. The patterns are not fully developed or understood so the cancellation rate is often much higher and takes place at a different time. Because of this, the college has not employed the use of honorariums for associate faculty teaching there. The volume is simply too great. If we change this position, we will have to reduce considerably the number of classes that are scheduled which would in effect reduce the number of opportunities for both students and associate faculty. Consequently, despite the apparent inequity, we feel it is still better to operate as at present while continuing

to analyze the situation for a more equitable long term solution.

THE 45TH DAY

Most continuing associate faculty are aware of the significance of the 45th Day. It is presently the accounting date for determining enrollments for purposes of State aid allocations. This has several effects on us:

1) Where possible, we want to allow students to continue to enroll until that date -- making sure they can adequately handle the work.
2) Students who started the class and haven't been attending need to be contacted and encouraged to continue.
3) You will sign a 45th Day class roster indicating who is still participating in the class(es) -- others will be dropped, so this task should not be taken lightly. If in doubt, give the student the benefit of the doubt.
4) Return this roster to the Registrar immediately.

GRADE SHEETS

Grade rosters, mid-term reports, etc. are vital to the records system of the college. Selfish and slackfull instructors have occasionally jeopardized student educational progress by late reports. Quick and accurate returns of grade sheets is a must.

Field Trip Procedure

Field trips are allowable and encouraged within certain guidelines. Contact your center assistant, local coordinator or program coordinator for the specific procedures and guidelines.

Textbook Selection

All regularly scheduled classes will have a textbook(s) recommended for the class. New classes or infrequently offered courses may not yet have a standard text(s) selected. When the schedule was put together, efforts were made to order texts for all planned classes. Late additions to the schedule will need special consideration, or there will not be texts available at the beginning; i.e., if a class is scheduled late, the probability of having texts at the beginning of the semester is nil. Such classes may benefit by starting later in the semester.

The basic NPC guideline for associate faculty is to use the recommended text. If one is not available, the associate faculty should recommend an appropriate text to the program coordinator. If an instructor prefers an alternative text to the one recommended, that instructor should contact the program coordinator and make the proposal. If the proposal is accepted, the alternative text will be ordered for that class. We do wish, for logistical reasons, to discourage a proliferation of

texts where there is a small volume of usage, but will respond to legitimate proposals. Again, the late ordering of texts means the late arrival of texts for students.

TEXTBOOK ACQUISITION

In classes that "have made," i.e., have adequate enrollment, students can pick up texts at the local center or order the text from a list provided by the local coordinator. Money must accompany the order, and orders can be by mail or through the arrangements with the local coordinator and instructors. When texts are late in arriving or out of stock, the bookstore will notify the student. Delivery will be by mail or by the weekly van service to satellite units. Coordinators and instructors must work together to facilitate this process.

SUPPLIES

Normal office-type supplies can be ordered through your local center assistant or local coordinator (if in a satellite unit). They simply fill out a supply requisition, send it to their supervisor, and then supplies will be sent to the unit or center where the order originated.

Instructional supplies need to be requested directly from the program coordinator of the program area in which the instructor is teaching. Depending on the nature of the supply requested, the program coordinator will either provide supplies from local stock, order the supplies for

the class in question, or make arrangements for reimbursement for supplies purchased elsewhere (or from local schools). Do not order supplies without having made prior arrangements with the program coordinator. Non-approved instructional supplies will not be reimbursed as per the required accounting and auditing procedures in effect.

Lab Fees

Regular instructional supply fees are charged for welding and auto classes ($10.00) and ceramics and photography classes ($5.00). They will be collected during registration. In the satellite units, the instructor will often have to assist in this collection process since registration often takes place in the class itself and local coordinator contacts are limited.

Fees must be forwarded to the business office. The program coordinator will disburse these fees based on arrangements most convenient for each operating unit.

Alternative Learning

There are several opportunities for students outside the regular classroom mode. Learning contracts have been mentioned above. There are also some correspondence courses, opportunities in cooperative education (work-study), and other non-traditional learning approaches. Many associate faculty can assist in these processes and receive remuneration for their efforts. For specific

information contact Dave Nichols at the Show Low Center (524-6111 or 537-2976).

SUPPORT SERVICES

Each year NPC has sought to and generally been successful at augmenting its support services to centers and to satellite units. The closer the proximity of a satellite unit to the centers the greater access there is to support services. The more distant satellite units have generally received less in counseling services, student activity opportunity, learning resource availability, etc. This is a fact of our collective existences. With regular communication contact and your cooperation, this can be improved upon. Your needs need to be specifically identified and channeled to the appropriate administrative office. We will do the very best we can to meet those needs. Items that were not budgeted and are not otherwise available will not likely be available -- a zero-based budget does not generally allow that option. Again, to stress the point, if you take the initiative for yourself or on behalf of a student or students, we will make every effort to assist.

GRADING POLICY

The grading options are found in the current catalog. Please check it for specifics. As a general guideline, the instructor is hired as a professional to instruct and evaluate the behavioral outcomes of that instruction.

We encourage you to use wisdom and good judgment in your evaluation processes and your awarding of grades. Excessive A's or F's usually create a question, whereas balanced grading is more the expected. The use of an F (failure) or W (withdrawal) because of student nonattendance is likewise a local prerogative. One should not be confused with the other when making a decision. Remember, we are dealing with adults and they expect reasonableness and fairness in all of their relations with us.

REQUIRED MEETINGS

Associate faculty are invited to participate in all college faculty and staff meetings as they desire. Only two types of meetings are considered so critical to NPC's success, however, that they are mandatory. Because of communications and logistics problems inherent in this system we believe it is essential to have one all-faculty meeting in Fall of each year (see calendar for date). Mileage will be reimbursed for travel from your center to the meeting location (local coordinators and center assistants must arrange to have car pools from each area--individuals travel at their own expense), and each participant will receive a stipend of $20.00. This meeting will be held on a Saturday and will begin at 10:00 a.m. and end by 3:00 p.m. Lunch will be served. The starting time and length are to allow for travel.

The second type of meeting will beheld in the local centers or satellite units. Once or twice a year college

officials, coordinators and support personnel will go to each unit to meet with associate faculty regarding problems, ideas, staff development activities, etc. Associate faculty are expected to attend these meetings -- they are vital to our communications and quality control efforts.

LIABILITY INSURANCE

NPC retains a large liability insurance policy to cover instructors and staff during their instructional activities. If something occurs to you or one of your students in a class, notify the local coordinator, center assistant or other college personnel as soon as possible. Please use caution, good judgment, and the best safety measures at all times.

BUDGET DEVELOPMENT

The NPC budget begins to develop in October and November and is approved after a rather rigorous process of input and decision-making in May or June of the following Spring. Associate faculty are invited to make recommendations as to instructional supplies and equipment for their areas. In some cases we may even be able to augment a local high schools' equipment if the need is anticipated and proposed in advance. The proposals must reach the program coordinator by February 15 of each year. Your input is valuable to us in making decisions. Once priorities and amounts have been decided upon, the detailed budget information is available at each center or upon request.

Use of Leased Facilities

Northland Pioneer College utilizes a large number of rented, borrowed, and leased facilities in its instructional activities. Needs are identified locally, and the facilities coordinator in Holbrook (assisted by local coordinators, center assistants, etc.) contracts with the local agency or owner for their use. This situation places a special burden on us to treat these classrooms, gyms, laboratories, etc. with extra special consideration. Under no circumstances is an instructor to move to another classroom or area without clearing it with the coordinator or center assistant. Please leave the facility as nearly like it was when you entered it as is possible -- if you move chairs around, straighten them up before you leave, etc.

Duplication Services

NPC now has a central duplication center and service available for all centers and units. A little judicious planning will be paramount (no longer will you be able to go to the center assistant on the night of an exam and get it run off!) under this operation. Turnaround will be one week for satellite units -- mail pick-up will be on a Friday, and the material (barring excessive quantities) will be returned the next Friday. Turnaround in the centers will be from two to three days (with the daily van service).

Limits on quantities are not presently being set -- however, judgement and discretion should be used. If you propose a really large duplication job, the duplicating center director has discretion to refer you to the Dean of Instruction, a division chairman or program coordinator to determine other alternatives, budget possibilities, etc.

All materials must reach the duplicating center in the form to be reproduced -- leave one inch margins on top, bottom, and each side. Best results will come from typed works.

CONTACT PROCEDURES

Center faculty have access to the phone (FX lines) and daily mail service. Use these means for contacting appropriate offices or personnel.

Satellite unit faculty have weekly mail service provided by the college (plus the U.S. mail if need be). Local coordinators are authorized to make collect calls to the college. They can in turn call for or make arrangements for local faculty to make collect calls. The call number is 524-6111 (Holbrook) which is connected with all centers.

WHEN YOU HAVE PROBLEMS:

Who to contact is always the question. For most instructionally related matters, the best and first contact should be the program coordinator. For assistance in procedures, facilities, or supplies, etc., contact the

center assistants or local coordinators. For frustrations not resolved, contact a division chairperson or the Dean of Instruction.

There are several offices that exist to facilitate instruction, and you may want to contact them directly -- Veterans, Registrar, Personnel, Business, Counseling. The Director of Extended Services will act as liaison for satellite unit personnel upon request, etc. The main point is -- if you have a question or a problem, let us know about it.

PRESIDENT'S PHILOSOPHY OF ADMINISTRATION

When Dr. Palmer suggested that it would be extremely helpful for the staff if I would write a brief description of our administrative style for the Associate Faculty Handbook, I jumped at the opportunity. However, after several false starts and much rewriting, I am finding it extremely difficult. First, it is very difficult to put on paper all of the things you are trying to do and secondly, what ends up on paper is what you are striving for, but doesn't always happen. So! Now that you realize the degree of difficulty of this task and that we are not nearly as consistent as I would like us to be, I feel ready to attack the problem in earnest.

The major thrust of Northland Pioneer College's administrative philosophy is an attempt to bring accountability to the college through the use of a system that reflects aspects of many other systems including management by objectives. This system works something like this:

The District Governing Board is the caretaker of the public charge and develops the college's mission and goal statements and approves all policy required to carry these out.

The President has a functional job description that reflects these goals and objectives developed by the Board. Using the functional job description, the President writes performance objectives that are negotiated with the Board.

Top Level Administrators who report to the President take out of his objectives the things they must do and add what they want to do. From these they write their own performance objectives that are negotiated with the President.

Other Administrators repeat this process with their immediate supervisors.

Classified Staff achieve accountability through functional job descriptions.

Faculty achieve accountability through negotiated workloads based on the Faculty Assignment Classification System and the Cafeteria Evaluation System.

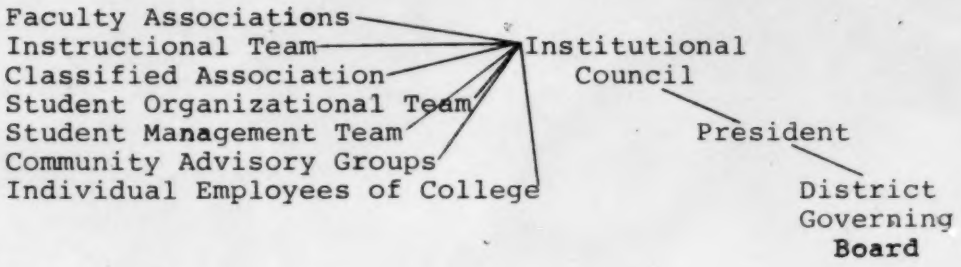
If this system of accountability is properly developed, the institutional set of functional job descriptions and performance objectives reveal for all external and internal agencies exactly what the institution is capable of doing and what it is and isn't actually doing. We at NPC believe this system of accountability is what the general public deserves and what the system needs to effectively and efficiently use our resources to meet our students' needs.

A second concept in our philosophy of administration is to broaden the base of decision-making (governance and

management) by sharing presidential responsibility and delegating authority to individuals and management teams throughout the organization.

Decisions at Northland Pioneer College are on two levels. The first level is the decisions that are made by the District Governing Board to develop policies that will govern the institution. The college Board has the exclusive prerogative to make governance-type decisions that result in policy statements. Although they have the exclusive right to make these decisions, we believe that the constituencies of the college should have a hand in developing the policy recommendations. This part of the decision-making process works something like this:

GRAPH I

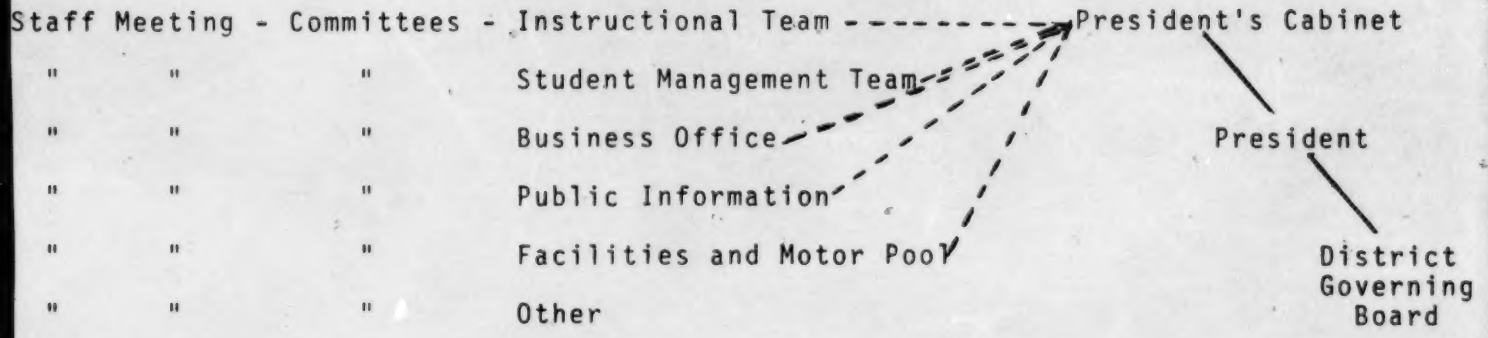


The other kinds of administrative decisions deal with the development and adoption of procedures to carry out policies. This part of the process is called management and is initially the sole responsibility of the President. The President receives from the Board the responsibility

and the authority to act for the development and implementation of all college procedures. The President, in turn, shares responsibility and delegates authority to act to the Dean of Instruction, the Dean of Students, the Director of Business, the Administrative Assistant for Facilities and Motor Pool, the Coordinator of Management Information and the Public Information Officer.

Once this is done, the person sharing the responsibility and receiving the authority must decide what parts of the responsibility they will share, what parts of the authority they will delegate and whether it will be given to a team or an individual. Once this is decided, the individual or team delegated to should be allowed to determine their actions and strategies for the carrying out of the responsibility. (A team can share responsibility and assume an individual's authority in areas agreed to by both the individual and the team.) Thus, the decision-making dealing with the development and implementation of procedures is accomplished both by individuals and teams and graphically looks something like Graph II on the following page.

GRAPH II


Staff Meeting - Committees - Instructional Team
" " " Student Management Team
" " " Business Office
" " " Public Information
" " " Facilities and Motor Pool
" " " Other
President's Cabinet
President
District Governing Board

---------- Designates Information Only.

Thus the governance and management decision-making process would look like what is depicted on the following page on Graph III.

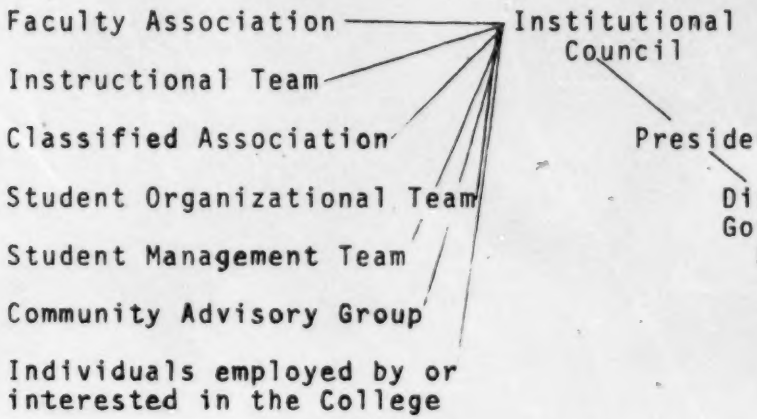
GRAPH III

NORTHLAND PIONEER COLLEGE'S

DECISION MAKING PROCESS

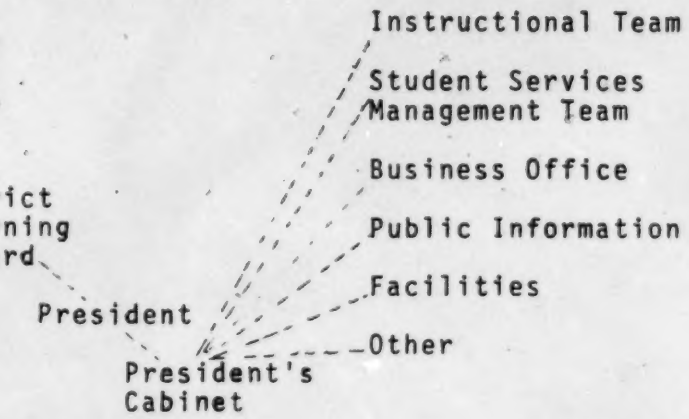
GOVERNANCE

This is the exclusive prerogative of the District Governing Board but they have shared responsibility and delegated authority for recommending to the President who in turn has shared and delegated to the Institutional Council.



MANAGEMENT

This is the right of the President who has shared responsibility and delegated authority to individuals who in turn have shared and delegated to teams.



_____ Solid line designates recommendations for decisions.

---------- Broken line designates decisions have been reached and are being shared on an informational basis.

GLOSSARY OF TERMS
FOR
NORTHLAND PIONEER COLLEGE'S ADMINISTRATIVE STYLE

This glossary of terms has been developed in an effort to create better understanding. These definitions may not be listed in Webster's but do reflect what we at Northland Pioneer College mean by the words.

1. Accountability - This refers to the responsibility assigned to each individual employed by the college.

2. ACE Report - The Associated Consultants for Education were hired to develop a needs assessment and a long range plan. Their report is called the ACE report.

3. Authority - This, once granted to an individual, confers exclusive right to make a decision. A supervisor cannot both retain authority and delegate it.

4. Budget Workbook - The Director of Business develops this document in October of each year, to assist faculty and staff in the development of the budget.

5. Committee - This is a group of people that share common goals, objectives and problems; but they do not control sufficient resources to reach a decision. A committee can only recommend.

6. Effectiveness - The degree to which you achieve what you say you are going to achieve.

7. Efficiency - The cost per unit of output.

8. Faculty Assignment Classification System (F.A.C.S.) - This identifies all of the tasks a faculty member may be asked to do and is the basis for faculty work loads.

9. Goals - These are unmeasurable statements that provide direction for a given activity.

10. Institutional Council - This is the institutional body that the President shares responsibility with and has delegated authority to act on all policy and budget recommendations to the District Governing Board.

11. Objectives - These are measurable statements that ultimately reflect staff's operationalization of the Board's goals.

12. Performance Objectives - These are written and negotiated results that each administrator has. These P.O.'s become the standards by which asdministrators are evaluated.

13. Policy - These are the only governance statements recognized by the college and gives that license to act in all areas. Policy adoption is the exclusive prerogative of the District Governing Board.

14. Policy and Procedures Manual - This document contains all of NPC's policies and procedures. The Learning Resource Center at each Center as well as the Center Assistants have complete copies of the manual.

15. Procedures - These are statements that explain how something is to be implemented. Procedures are the administration prerogative.

16. Responsibility - This creates an obligation to be involved in a particular activity. One individual's responsibility cannot be given to another; it can only be shared. However, one individual cannot ask another individual to share responsibility without delegating the necessary authority.

17. Self-Study Report - This document was completed during the 1978-79 school year by a team composed of members from various parts of the college. The document will be sent to North Central Association and becomes the basis for judgements during the on-site visitation of the North Central Association team.

18. Team - This is a group of people that shares common goals, objectives, problems and have the resources to make a decision. Any administrator that appoints a team must serve on that team if they want in-put into the decision.

19. Tonto Bridge Material - This is the material that was generated at the February retreat and contains the measurabel objectives, developed from the college goals, for the 1978-80 school year.

20. Zero-Based Budgeting - Northland Pioneer College's budgeting system is loosely based on this principle. The basic concept is is that each area must start from ground zero each year. The fact that an area received a certain amount the previous year is not justification for the same amount the following year.

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